

**CITY OF COOS BAY URBAN RENEWAL AGENCY**  
**Agenda Staff Report**

MEETING DATE	AGENDA ITEM NUMBER
January 17, 2012	

TO: Chair Gene Melton and Board Members

FROM: Joyce Jansen, Economic Revitalization Administrator 

Through: Rodger Craddock, City Manager *RSC*

ISSUE      **Selection of a Grant Writer for the Egyptian Theatre Restoration Project**

BACKGROUND

The Urban Renewal Agency purchased the Egyptian Theatre in 2006 and since that time has contracted with the Egyptian Theatre Preservation Association (ETPA) to manage the facility. The ETPA has successfully operated the theatre and raised funds to make several improvements to the facility. In preparation for applying for foundation grants, the ETPA requested the Agency have a structural evaluation prepared. The report was completed in December 2010 and upon review it was determined that the structure was not safe to occupy and the theatre was closed in March 2011. Soon thereafter the ETPA and Agency formed the Egyptian Theatre Restoration Steering Committee consisting of three members from the ETPA board, three members of the Agency board, and one city staff representative.

The committee identified the development of the strategic and business plans, and board training the first priority. The ETPA was successful in obtaining a grant from the Ford Family Foundation for the plans and training. The board training was completed November 4 and 5, 2011 and the work sessions to develop the plans were held November 18, 19, and 30, 2011. A draft of the strategic plan has been received and is being reviewed by the steering committee and the ETPA board. Also underway during this time was preparation and procedure for a request for qualifications (RFQ) for a grant writer, and contracting with historic preservation consultant George Kramer, Kramer and Company.

The RFQ was posted on the city's web page, noticed in the local newspaper, mailed to local grant writers, and broadcast statewide using the State Historic Preservation/Parks and Recreation list serve. Several emails and phone calls were received from local and statewide interested parties. The deadline for proposals was December 16, 2011 and six were submitted. Proposals were received from Cascadia Consulting, Sharon Leighty and Company, Peter Meijer, Margaret Barber, C2 Consultants, and Stover Writing Services. A selection committee comprised of City Manager Rodger Craddock, Bob More, and MJ Koreiva reviewed the proposals and using a ranking criteria, evaluated the proposals.

The firms receiving the highest rankings were Cascadia Consulting and Sharon Leighty and Company. Both firms have the demonstrated success, experience, capability and technical competence, appropriate staff and resources, and project knowledge necessary to perform the

level of grant writing services needed for a project of this magnitude. The structural evaluation estimated the cost to restore the theatre would be around \$3.7 million. It is anticipated the amount of time to raise local and grant funds for restoration and completion of the project will be three to five years. There is a strong likelihood that an analysis of the structural evaluation could bring the cost of the project down from the estimated \$3.7 million.

The scope of work for the grant writer includes research for appropriate grant opportunities, preparation of a grant funding strategy, preparation of a grant calendar, preparation of grant applications, monthly updates to the city, and maintaining key contacts with the Oregon State Historic Preservation Office, Oregon Cultural Trust, Historic Preservation League of Oregon, and Oregon Historical Society.

Both firms come highly recommended and their individual records of success in obtaining grants speak for themselves. Cascadia scored higher in the evaluation and their proposal is \$98,181. Sharon Leighty and Company's proposal is \$141,500.

Cascadia's 2009-2011 grant awards:

- 168 grants written and submitted – 100 were funded
- Total grant awards – 100 grants / \$11,748,058
- Government grants – 29 grants / \$8,883,274
- Foundation grants – 71 grants / \$2,864,784.

#### ADVANTAGES

Including the services of a professional grant writer is essential for raising the funds required for completing the restoration of the theatre.

#### DISADVANTAGES

None identified.

#### BUDGET IMPLICATIONS

The grant writing fee of \$98,181 would be spread over the time period of the project and would be budgeted from the Downtown District projects. Negotiation of the contract would identify the fee amounts per fiscal year.

#### ACTION REQUESTED

Staff is requesting the Agency authorize the city manager to negotiate a service agreement with Cascadia Consulting not to exceed \$98,181.

#### Attachments

- Cascadia Consulting proposal
- Sharon Leighty and Company proposal



City of Coos Bay  
City Manager's Office  
500 Central Avenue  
Coos Bay, OR 97420

December 14, 2011

On behalf of Cascadia Consulting Partnership, please accept for consideration our response to your published Request for Qualifications for grant writing services for the Egyptian Theatre Restoration Project.

**Organizational Name:** Cascadia Consulting Partnership

**Principals:** Rich Foster, Managing Partner / Cathy Jones-Foster, Operations Manager

**Local Personnel:** Firm includes seven members consisting of the two principals, four Senior Associates, and one Staff Support.

**Address:** 163 "D" Street / PO Box 249 Independence, OR 97351

**Phone/Fax:** 1-877-414-7272 (toll free) / 503-838-1767 (local) / 503-838-2004 (fax)

**Website/E-Mail:** [www.cascadiapartnership.com](http://www.cascadiapartnership.com) / [rich@cascadiapartnership.com](mailto:rich@cascadiapartnership.com)

**References:**

- Stephanie Matthews, Acting Tribal Administrator  
Confederated Tribes of Coos, Lower Umpqua, and Siuslaw Indians  
541-541-888-9577 or [smatthews@ctclusi.org](mailto:smatthews@ctclusi.org)
- Dean Larsen, Executive Director  
The Medical Foundation of Marion and Polk Counties  
503-362-9669 or [director@mpmedsociety.org](mailto:director@mpmedsociety.org)
- Margaret Juenke, Former Board Vice President  
Lincoln City Cultural Center  
541-994-3422 or [dmjuenke@embarqmail.com](mailto:dmjuenke@embarqmail.com)
- John McArdle, Mayor  
City of Independence, Oregon  
Development Director, Linn Benton Community College  
541-917-4210 or [john.mcardle@linnbenton.edu](mailto:john.mcardle@linnbenton.edu)
- Catherine Rickbone, Executive Director  
Oregon Coast Council for the Arts  
541-574-2652 or [crickbone@coastarts.org](mailto:crickbone@coastarts.org)

Thank you for the time and opportunity to present our qualifications for your consideration.

Sincerely,



Rich Foster, Managing Partner

**A Proposal Response  
To the RFQ for Grant Writing Services  
In Support of the  
Egyptian Theatre Restoration Project**



***Prepared Exclusively for  
The City of Coos Bay***

***Submitted by***



163 "D" Street / PO Box 249  
Independence, OR 97351  
[www.cascadiapartnership.com](http://www.cascadiapartnership.com)  
1-877-414-7272

# RFQ Grant Writing Services – Egyptian Theatre Project

*Prepared Exclusively for The City of Coos Bay*

**Cascadia Consulting Partnership's PARC-West**

***A Tradition Of Excellence – A Commitment to Service***

Contact Information:

PO Box 249 / 163 "D" Street  
Independence, Oregon 97351  
Toll Free: 1-877-414-7272  
Local Phone: 503-838-1767  
Fax: 503-838-2004  
www.cascadiapartnership.com

Legal Status: Oregon Limited Liability Company (LLC)

Service Area: Western Oregon  
Statewide Organizations

Authorized Contact:



A handwritten signature in black ink, appearing to read 'Rich Foster'.

Rich Foster, Managing Partner  
PO Box 249  
Independence, OR 97351  
503-838-1767  
rich@cascadiapartnership.com

12/14/11  
Date



# SECTION 1 – ORGANIZATIONAL CAPABILITY

## Our Vision

During this lifetime, we can make a difference! During this lifetime, we can honor those who came before us by understanding their story, preserving the outcomes of their efforts, and passing on the lessons of their wisdom. During this lifetime, we can honor those who share our time and place by nurturing the passion of purpose, fostering the strength of community, and celebrating the dignity of compassion. During this lifetime, we can honor those who have yet been born by being respectful stewards of the resources of the lands, finding solutions instead of passing on problems, and working toward what should be instead of what is easy. During this lifetime, we can make a difference – it is an opportunity we should not waste.

## History of Cascadia Consulting Partnership

In 1985, Oregon Public Affairs Research Consultants (PARC) was launched as a consortium of community and organizational development consultants serving nonprofits, tribes, and local governments. Eleven years later, Rich Foster joined PARC and became one of the two owners, as well as the Chief Executive Officer of the company.

Operating from offices in Weston, Bend, and Independence, PARC became recognized as a community development consulting leader soon branching out to serve clients in California, Idaho, Nevada, and Washington State as well as throughout Oregon. After twelve years of continuous expansion and growth, the company's owners found their vision of the future was leading down separate paths. Rich was interested in providing comprehensive hands-on work for a limited number of projects, and seeing those projects through from start to finish. To accomplish this goal, the organization would need to narrow its focus and consolidate its reach. On the other hand, Rich's partner wished to continue to expand the company, open new markets, expand the consortium of consultants, and increase the delegation of work across specialized work units.

As a result of these divergent goals and visions, the partners of PARC agreed to separate the company effective January 1, 2009. Rich and his team created Cascadia Consulting Partnership. Operating from the Independence, Oregon office, Cascadia Consulting has the exclusive right to represent the historic PARC coalition in most of Western Oregon. Over the last three years, Cascadia Consulting Partnership has validated this approach by raising nearly \$12 million in grant funding for our clients during one of the most challenging economic environments in recent memory.



## Demonstrated Expertise

### Capital Campaigns

"The renovations on the Community Hall are now complete and we are so proud we want to share this moment with you as our special guest. You were instrumental in helping us secure the funding necessary and we would like to take this opportunity to thank you publicly." - *From written invitation to re-dedication ceremony April 2008*



St. Paul Community Hall Celebration

For fifteen years, Rich Foster and his team have been working with local governments, nonprofits, and community stakeholders to successfully capitalize the construction and rehabilitation of community facilities. First as PARC and now as Cascadia Consulting Partnership – our team has developed a proven track record of experience and expertise.

Cascadia Consulting Partnership provides a full menu of services designed to optimize the competitive advantages of each project. These services include:

- Strategic Planning
- Community Needs Assessments
- Capital Campaign Feasibility Studies
- Business Plans and Financial Feasibility Studies
- Capital Campaign Plans
- Grant Writing and Grant Administration
- Local Fundraising Supervision
- Board, Staff, and Volunteer Training

While, Cascadia Consulting provides *access* to all the services needed for undertaking a successful capital campaign plan, we never utilize a "one size fits all" approach to projects. The key to our success is that each work plan is customized to fit the unique needs and capabilities of each project and organization we work with. By augmenting and complementing the resources and capabilities of local organizations and communities, Cascadia Consulting reinforces the team approach that is necessary to sustain the marathon that is a capital campaign.

### Grant Writing

The successful development and implementation of a grant writing strategy is not as simple as putting words on paper.



**2009-2011  
Cascadia Consulting  
Grant Writing  
Statistics**

**Total Grant Awards**  
100 grants/\$11,748,058

**Total Grants Declined**  
48 grant requests

**Grant Success Rate**  
67.6%

**Return on Investment**  
\$25.37 in grant funding  
for every \$1 spent

**Government Grants**  
29 grants/\$8,883,274

**Government Grant  
Success Rate**  
51.78%

**Foundation Grants**  
71 grants/\$2,864,784

**Foundation Grant  
Success Rate**  
68.27%

It is critical that an organization know *who* to approach, *when* to approach them, and *how much* should be requested. Cascadia Consulting Partnership is unparalleled in our understanding of the Oregon funding community. However, our knowledge is not limited to Oregon. Throughout our years as members of the PARC consortium and as Cascadia Consulting, our grant team has developed a strong working knowledge of government grant programs, as well as national and regional grant-making private foundations. It is this knowledge base that has allowed Cascadia Consulting Partnership to secure nearly \$12 million in grant funds for our clients in the last three years, despite the challenging economy.

In addition to developing successful grant strategies and writing effective grants for our clients, Cascadia Consulting Partnership offers grant administration services. By providing responsive and detailed grant administration, we assist our clients in developing a long-term relationship with the funding community. This relationship increases the likelihood that our clients will be able to successfully return to these grant makers in the future in order to obtain additional funds for programs, special initiatives, and future capital needs.

### **Summary of Grant Writing Record**

The guidelines for this Request for Qualifications asked for specific information regarding our grant writing effort over the past three years. Accordingly, we have prepared a detailed summary as requested, and included it in the appendix section of this proposal. In summary, over the past three years, Cascadia Consulting Partnership has written and submitted 168 grants. Of these applications, 100 were funded producing \$11,748,058 in grant awards. Additionally, 20 applications have been submitted and are awaiting a decision by the grant maker. This pool of decision-pending applications reflects a potential of an additional \$2,003,886 in grant awards. Finally, over the past three years, Cascadia Consulting Partnership has submitted





48 grant proposals that have not been funded by the grant-making foundation or agency.



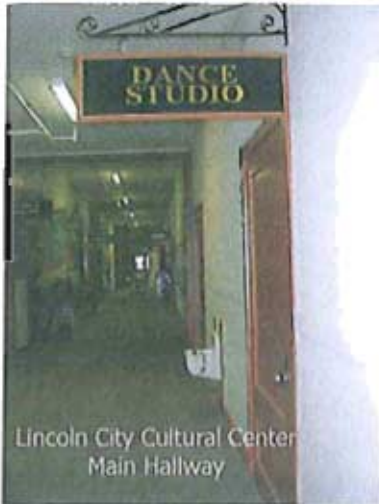
There are a number of valid ways to analyze the effectiveness of our grant writing services over the past three years. The data point most commonly requested by potential clients is our "hit rate." In short, most organizations are interested in knowing what percentage of grant applications prepared and submitted by Cascadia Consulting Partnership are successful. Using the summary data for the last three years and excluding grants that are awaiting a decision, our hit rate is currently 67.6 percent (100 awards out of 148 decisions). Breaking down the data further, our hit rate for private foundation grants is 68.3 percent (71 awards out of 102 decisions) and 51.8 percent (29 awards out of 46 decisions) for government grants.

While *hit rate* is one way of analyzing effectiveness, it is by no means the only way. When a client hires Cascadia Consulting Partnership to assist in executing a grant strategy, they are *investing* in outcomes. Therefore, perhaps a more effective way to evaluate grant writing success is through a measurement of return-on-investment (ROI). Over the past three years, our grant writing efforts have directly resulted in \$11,748,058 in grant funding for our clients. To-date our clients have received \$25.37 grant funds for every \$1.00 invested in grant writing services. Depending on the outcome of the more than \$2 million in applications awaiting decisions, this ROI could go as high as \$29.70 returned for every \$1.00 invested.

"When we contracted with PARC, our Capital Campaign was, for all intents and purposes, dead in the water. PARC provided the guidance, wise counseling and infusion of enthusiasm needed to revive our campaign and put it back on the path to success."  
— Dave Davies, Pentacle Theatre Board President

Hit rate and ROI are two reasonable metrics for evaluating grant success. However, the ultimate measurement of success can best be determined by projects completed. As a result of our grant writing efforts, Cascadia Consulting Partnership can directly point to a number of historic buildings that have been remodeled and rehabilitated, existing buildings that have been expanded and repurposed, and newly constructed buildings that are now serving their communities. These include, but are not limited to:





Lincoln City Cultural Center  
Main Hallway

"The professional grant writing capability of Cathy Jones-Foster has made the extensive renovations of the old school a reality. Her assistance to the cultural center with thoughtful selection of possible grantors, the careful development of essential information regarding the center's history, goals, and priorities for renovation has been superb. We could not be as far along with the cultural center's present development without the support we have received from Rich, Cathy, and the entire Cascadia Consulting Partnership team." –  
*Margaret Juenke, LCCC Vice President*

### Restoration and Rehabilitation of Historic Buildings

- The historic Delake School has been remodeled and rehabilitated to serve as a Cultural Center in Lincoln City.
- The St. Paul Community Hall, originally constructed through the Works Progress Administration of the New Deal, has been rehabilitated and restored.
- The 1916 Pendleton Carnegie Library was fully restored, including seismic upgrades to now serve as a regional Arts Center.
- The Brown House in Stayton was on scheduled for demolition. Instead it has been systematically restored and will soon serve as a community celebration venue.
- The Ike Box in Salem was the oldest mortuary in town. The building has since been renovated and now serves as a coffee shop, youth concert venue, and drop-in center.

### Expansions and Repurposing of Existing Buildings

- Assisted the Astor Street Opry Company in the purchasing of a Laundromat and remodeling it into a community theatre serving Astoria.
- The Pentacle Theatre in Salem has served as the community playhouse for nearly 40 years. The capital campaign remodeled and expanded the theatre facilities.
- Capitalized expansion to the Newport Performing Arts Center. Capital campaign included adding specialized equipment to enhance the operations of the venue.

### New Construction

Cascadia Consulting has successfully capitalized a number of new construction projects including Fire Stations (Falls City and Dallas); Tribal Housing (North Bend and Florence); Civic Centers and Libraries (Rockaway Beach, Umatilla, Estacada); Community Centers (Winston, Estacada, Rogue River); and Head Start Buildings (Florence, Newberg, Oregon City, Sheridan, Springfield, Grants Pass, Burns).



# SECTION 2 – PROJECT CAPABILITIES

***Nobody makes a grant to restore a building...  
But they will make grants to restore a community!***

## Familiarity with Egyptian Theatre

Prior to deciding to respond to the RFQ published by the City of Coos Bay, the team at Cascadia Consulting Partnership undertook some preliminary research into this project.

Specifically, we were looking to familiarize ourselves with the elements of the project that could impact the likelihood of undertaking a successful capital campaign. As part of this cursory research, we reviewed the following documents:

- National Register of Historic Places application (2010).
- Facilities Improvement Evaluation Report (2010).
- Successful Rehabilitation Campaigns (August 2011).
- "Newsletters" linked on Egyptian Theatre website.
- "Most Endangered Places" Press Release (May 25, 2011).
- Various articles published in "The World" Newspaper.

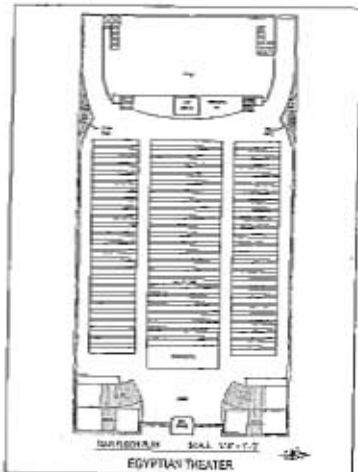
The image shows a 'National Register of Historic Places Registration Form'. It includes a 'RECEIVED 2010' stamp from the National Park Service. The form is filled out with handwritten information, including the name 'EGYPTIAN THEATRE' and a signature. The form is titled 'National Register of Historic Places Registration Form' and contains various sections for property information, significance, and owner details.

## Due Diligence

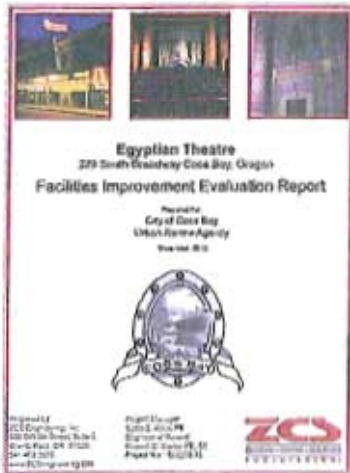
In order to leverage significant funding, a grant application must reflect a level of due diligence planning commensurate with the scale and scope of the project. From our review of the above documents, it is clear that much of the standard planning elements associated with a capital campaign are completed or in the process of being completed. Standard due diligence elements include:

**Strategic Plan:** To demonstrate the capital project is consistent with the mission and goals of the organization. (Status: process of being completed.)

**Community Needs Assessment:** To demonstrate how the capital improvements specifically address programmatic and spatial needs within the community (Status: unclear if measurable need metrics have been gathered.)



**Preliminary Architectural or Engineering:** To demonstrate the extent and budget for improvements. (Status: completed in Facilities Improvement Evaluation Report.)



**Business Plan:** To demonstrate the use of the building, the adequacy of the staffing plan to facilitate the intended use, and the budget pro forma to determine the sustainability of the operation of the building. (Status: process of being completed.)

**Capital Campaign Plan:** To determine the specific actions, activities, timelines, and goals associated with each fundraising element (activities, events, direct donor solicitation, and grants) of the plan. (Status: unclear if specific activities, timelines, and measurable goals for local fundraising have been determined.)

**Phased Approach (if applicable):** To breakdown the project into logical phases in order to address prioritized outcomes. (Status: unclear if a phased approach has been considered or defined.)



### Strengths

From our review of the above documents, it is clear that this project has a number of strengths that will make it an attractive presentation to the funding community. These include:

- A historic building that is anchoring a downtown redevelopment effort as well as a community economic development strategy.
- A venue for providing needed "quality of life" enhancements to the community.
- Credibility by having the building on the National Register for Historic Places and included on the list of "most endangered places."
- Credible work plan as demonstrated by the Facilities Improvement Evaluation Report.

I've worked closely with the staff of PARC over the last three years in garnering sufficient monies to extend and renovate our library building. It's been a pleasure working with them, particularly Rich and Cathy Foster in the Independence office. Their expertise in writing grants and acting as consultants in capital campaign projects has been a godsend to this small library staff totally inexperienced in a project of this magnitude." – Jolyn Wynn, Harney County Library Head Librarian



- Passionate support through the ETPA and the City of Coos Bay.
- Local investment as demonstrated by the original purchase by the City of the building, the subsequent funding of the various due diligence activities, and the local in-kind and fundraising efforts.
- Urgency to act. Any grant-making organization is going to recognize the importance of reopening the facility to energize local fundraising and developing sustainable revenue streams.

### **Proposed Action Plan and Timeline**

This Request for Qualifications is for grant writing related services only and therefore, we are assuming local capital campaign counsel is being provided independent of our services. Therefore, the following action plan and timeline has been prepared assuming all due diligence work is completed and the local fundraising element of the capital campaign plan is underway and tracking to meet goals. The proposed scope of work is based on the following assumptions:

*Phasing and Triggers:* Without a large (\$1 million) anchor donor, it would likely take in excess of three years to capitalize this project as a single phase. Unlike new construction, rehabilitation projects can typically be undertaken in logical steps, without waiting for all funding to be raised. Therefore, in order to keep the community excited and demonstrate a readiness to proceed to the grant-making community, it is likely that this project will be undertaken in phases or specific activities will be triggered as the requisite funds are raised. For purposes of conceptualizing an action plan, we have broken the project into three logical phases. Phase I would focus on making the safety improvements necessary to allow for the building to be reoccupied. Phase II would focus on optimizing the space and elements of the existing building functionality.



Phase III would address other improvements and added amenities.

*The City and ETPA as Applicants:* Grants will likely be solicited from private foundations and governmental agencies. This will result in the need for two distinct voices from which grants can be written. As the owner of the building, it is likely the City will be the applicant voice for grant requests to governmental agencies and private foundations with extended eligibility guidelines. However, a number of private foundations do not allow government entities to directly apply. Therefore, it is likely the voice for these applications will be the Egyptian Theatre Preservation Association, as a 501(c)(3) tax-exempt organization. In order to provide clarity, consistency, and cogent arguments as we move between voices, it is necessary that roles and responsibilities be clearly enunciated in writing. This is generally accomplished through a written memorandum of agreement (MOA) between the parties.



"In my opinion the single most important factor to our achieving the goal of having a new city hall/community center was hiring Stan and Rich Foster. They helped us establish a strategy pathway and were the true architects of how to complete this building we are standing in today." – excerpt from Mayor Terry Watts' Building Dedication Speech 12/05

*Grant Strategy and Calendar:* Cascadia Consulting Partnership develops grant strategies based on a number of factors. These include:

- *Timing:* Some foundations are willing to be early-in grantors. Others are more comfortable as challenge grantors in the middle of the process or top-off grantors at the end. We match the funding pattern of the grant maker with the timeline of the project.
- *Donor Range:* For more than fifteen years, we have been capitalizing projects in Oregon through accessing the resources of statewide and regional grant makers. During this time, we have developed a strong working knowledge of the funding range that most foundations allocate for communities and projects.
- *Project Element:* Some foundations are interested in funding a specific element of a project, while others direct their funding towards the general capital campaign. We utilize our knowledge of these foundations to focus the request on the element of the project that best matches their funding pattern.





Action	Outcome	Timeline
Meet with stakeholders and finalize scope of work.	Contracts completed and project begins.	January 2012
Review due diligence documents and discuss any phasing or trigger approaches for grant writing.	Funding priorities and strategies determined.	January 2012
Refine the "grant voice" and relationship so applications can effectively be submitted from 501(c)(3), as well as the City where appropriate.	MOA's between parties are in place and reflect grant writing strategy.	January 2012
Gather standard collateral materials for packaging grants. Catalogue all materials in electronic file.	Client master file completed.	January 2012
Conduct preliminary contacts with program officers and agency personnel in funding community.	Outreach and education activities undertaken.	January – February 2012
Conduct research into potential granting foundations and agencies. Create grant strategy that supports the phased or trigger based approach.	Grant calendar completed.	February 2012
Grant Writing for Phase I (or priority 1 elements) undertaken.	Capitalization of improvements necessary to reoccupy the building.	February 2012-October 2013
Grant Writing for Phase II (or priority 2 elements) undertaken.	Capitalization of improvements necessary to optimize access and use of the building.	October 2013-February 2015
Grant Writing for Phase III (or priority 3 elements) undertaken.	Capitalization of improvements necessary to address remaining aesthetic and spatial enhancements.	February 2015-October 2017
Effectively provide grant makers with status reports and required administrative documents.	Grants are "closed out."	October 2012-December 2017



# SECTION 3 – COST OF SERVICES

"Cascadia Consulting Partnership's PARC-West has been instrumental in assisting the City of Dallas when applying for numerous grants. The professional staff is easy to work with, flexible and exceedingly generous with their time and expertise to get the job done in a timely manner."

– Jerry Wyatt, Dallas Oregon, City Manager

## Fee Structure

Upon agreement of a scope of work, Cascadia Consulting Partnership will provide the City of Coos Bay with not-to-exceed prices for each deliverable. All grants are completed on a flat rate basis that include any meetings required to develop the grant narrative, the completion of all grant documents as described in the guidelines, and the submission of the grant.

The following are 2011 pricing components for various types of services, which Cascadia Consulting Partnership may be asked to provide.

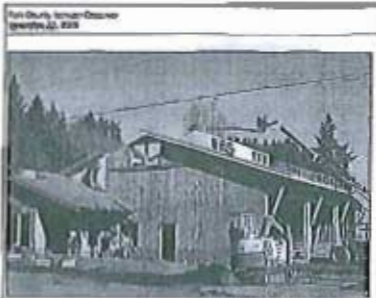
**Facilitation, Planning, and Meetings:** Cascadia Consulting Partnership will charge \$99/hour for attendance and preparation time plus \$375.44/trip travel (time and mileage) reimbursement.

**Technical Review, Edit, and Training:** Some clients elect to write their own grants and have Cascadia Consulting Partnership provide technical assistance in the form of review and comment. The charge for this service is \$99/hour.

**Grant Calendar:** Cascadia Consulting Partnership will complete the research (including contacting key agency and foundation personnel) to develop a grant calendar. Cascadia Consulting Partnership will provide this service as a stand-alone service for \$1,950. However, when grouped with a grant writing contract, the flat rate fee for this service is \$350.

**Grant Writing:** Cascadia Consulting Partnership charges flat rate prices for preparing and packaging grants. The following are the prices for some common grant applications.

- **CDBG - \$5,250**



The Falls City City Office and community center should be completed in the spring.

### Community grit plus grant equal success in Falls City

**By ERIK HENRIKSEN**  
The former Oregonian  
Falls City, Ore. — For many years, a small town in the heart of Oregon has been a success story. The town's success is due to the community's grit and the support of grants. The town's success is due to the community's grit and the support of grants. The town's success is due to the community's grit and the support of grants.







- **The Collins Foundation** - \$2,695
- **Coquille Tribal Fund** - \$1,188
- **Ford Family Foundation (step 1)** - \$1,920
- **Ford Family Foundation (step 2)** - \$775
- **Henry L. Hillman, Jr. Foundation** - \$1,664
- **HUD RHED** - \$6,710
- **Kinsman Foundation** - \$1,485
- **Meyer Memorial Trust (Step 1)** - \$1,188
- **Meyer Memorial Trust (Step 2)** - \$2,176
- **MJ Murdock LOI** - \$595
- **MJ Murdock (Full)** - \$3,465
- **Oregon Community Foundation** - \$1,832
- **Oregon Cultural Trust** - \$1,925
- **Seismic Upgrade (w/ BCA)** - \$5,295
- **Trust Management Services** - \$1,188
- **USDA RD Community Facilities** - \$5,520

All Other Services: Upon request, Cascadia Consulting Partnership will provide not-to-exceed price quotes on all services, which have a defined scope of work and deliverable outcomes. For all other services, Cascadia Consulting will charge \$99/hour and a travel reimbursement of \$375.44/trip for mileage and time (should travel be necessary).

\* Prices reflect 2011 published prices and are subject to change.

### Estimated Costs for Services

The total rehabilitation budget for this project was estimated at \$3.7 million. Without seeing a final capital campaign plan, it is unclear as to the amount of this budget that is being targeted for local fundraising. However, assuming the project is broken out into three phases of approximately \$1.2 million each and the local fundraising for each of these phases were targeted at \$300,000, this would result in a grant target of \$900,000 per phase. Utilizing a ROI rate of \$27.50 returned per \$1 invested, this would indicate an appropriate grant writing budget of \$32,727 per phase.

"I always feel a little less overwhelmed about this project and our ability to raise the funds after I've talked with you. Thanks for being there for us."

- Joyce Peters, Vice President, Helping Hands Resources



# SECTION 4 – ORGANIZATIONAL CAPACITY

## Team Approach



The strength of Cascadia Consulting is inherent in the strength and diversity of qualifications that our affiliate consultants and project partners bring to the consortium. Cascadia Consulting Partnership has assembled a team of professionals that includes facilitators, business managers, information technology experts, researchers, financial feasibility analysts, AICP certified planners, community facility grant writers, architects, engineers, historic preservationists, and project managers.



Cascadia Consulting Partnership can staff the entire team for a project or work with the consultants, technical advisors, and professionals a community has already assembled. Our flexible way of conducting business allows us to provide a team approach that meets the unique needs of each community and client we work with.

"I am convinced that the folks at Cascadia Consulting are as committed to the mission of our agency as we are."  
- Annie Soto, Executive Director, Head Start of Lane County

The proposed Egyptian Theatre Project is likely to require, at minimum, capital campaign counsel (including local fundraising and grant writing specialists), architects, engineers, and historic preservationists. Based on the scope of this RFQ, we are assuming the City and the ETPA has already developed working relationships with engineers, architects, preservationist, and capital counsel. Therefore, we have focused our team biographies on the core group that will assist in the grant writing and grant administration duties.

**Rich Foster, Managing Partner:** Rich joined PARC In 1996 as CEO and one of the owners. Prior to his entry into community development consulting, Rich managed a number of media operations in Oregon. Immediately prior to joining PARC, Rich was the Vice President of Marketing for a national manufacturing company located in Salem. In the



"I have had the distinct pleasure of working with Rich, Cathy and now Drew at Cascadia Consulting Partnership for over a decade. My initial need was funding for a start-up program in 2001. Rich and his staff worked tirelessly on researching potential grantors, developing each grant application, and never flinched from guiding me through a process completely foreign to me. The success of that first program and its ability to eventually be completely self-sufficient is due in no small part to the work of Cascadia. My experience led me to once again partner with Cascadia as we have added a second foundation and three new programs. I expected to hire a consultant, but I got a partner." – *Dean Larsen, Marion and Polk County Medical Society, Executive Director*

15 years since Rich has been a community development consultant, he has managed a number of successful capital campaigns, as well as written tens of millions of dollars of successful grants. Rich will serve as Project Manager/Primary Grant Writer for the Egyptian Theatre Project and work directly with the community stakeholders in order to develop fundraising strategies, due diligence documents, and action plans.

Cathy Jones-Foster, Operations Manager: Cathy joined PARC in 2001 as Office Manager. Prior to her entry into PARC, Cathy spent 19 years in medical office management. Cathy's skills as a grant writer and grant administrator are proven and have resulted in a number of completed projects, loyal clients, and appreciative foundation program officers. Cathy has recently led the grant writing effort for the Lincoln City Cultural Center Project, which includes the restoration and reuse of a historic building into a multi-use cultural center. In this effort, Cathy has received many applauds and accolades for her excellent grant writing approach, including having one of her grants recognized by the Oregon Cultural Trust as a model project and proposal. Cathy will work with Rich on grant development and will provide any grant administration required by this project.

Drew Dillon, Account Executive: Drew joined Cascadia Consulting Partnership in 2010. Prior to joining our firm, Drew worked as the Downtown Manager for Independence. In this role, Drew was responsible for organizing community fundraising events and activities designed to raise funds for downtown improvement projects and generate interest and excitement in the downtown redevelopment program. Drew will provide grant research and customer service functions to this project.

### **Capacity and Capability**

As we discussed in the opening section of our response to this RFQ, when you hire Cascadia Consulting Partnership you



"Thank you Rich. Yesterday we received \$1.3 million in grants, including an additional \$500,000 for housing. And they said we couldn't get two ICDBGs. You're amazing! My deepest gratitude." – *Stephanie Matthews, CTCLUSI Tribal Administrator*



"Working with Cascadia Consulting to develop grant proposals is always a positive experience. Rich Foster and his staff are hard-working, diligent, creative, conscientious and a pleasure to work with." – *Kelle Little, Coquille Indian Tribe, Director of Health and Human Services*

receive the expertise of a large company with the personalized commitment to service and quality of sole practitioner. As CEO of PARC, it was Rich's job to create and manage the systems and procedures that allowed the company to undertake multiple projects, spread across five states, with work being produced in three regional offices. When Rich and his team separated from PARC, we brought this sophisticated production and service capacity with us. However, our purpose for separating from PARC was to provide personalized service without layers of structure separating the company from the client.

Over the past year, we have been fortunate to complete a number of projects. While we will remain connected with these clients, in essence we have met the goal of "working ourselves out of a job." This has opened up the capacity to take on two new capital campaigns. Unlike other organizations that may delegate new projects to junior staff members, our work will be done directly by principals and senior associates. After researching the Egyptian Theatre Project, we are excited to offer our grant writing services to your community, your project, and your vision.

For more than a decade, we have had a presence in the Coos Bay area by being the principle grant writers for the Coquille Indian Tribe and the Confederated Tribes of Coos, Lower Umpqua, and Siuslaw Indians. Through this relationship, we have spent a number of days in the Coos Bay area getting to know the community and undertaking demographic research to support our grant applications. During this year alone, we have produced more than \$2.2 million in grant funds to the Coos Bay area including a collaborative grant, which brought more than \$170,000 in equipment for the South Coast Interagency Narcotics Team. Recently, we were honored to assist the CTCLUSI in setting up the Three Rivers Foundation as the charitable arm of the Confederated Tribes. We are committed to helping make the Coos Bay area more prosperous and livable for all who call it home. We feel the Egyptian Theatre Project is an important part of this goal.



## SUMMARY OF QUALIFICATIONS

"I have worked directly with Rich Foster and the members of the Cascadia Consulting team for nearly a decade. Besides being solid corporate citizens, they have assisted the city formally and informally in a number of projects over the years. They are focused, creative and customer service oriented. They have played an important role in a number of projects in Independence including downtown redevelopment, the development of our parks and recreation opportunities, and economic development projects such as the Greater Independence Business Incubator. They have and exhibit daily the can do spirit that helps transform communities!" – John McArdle, Mayor, City of Independence

Cascadia Consulting Partnership has the experience, interest, and expertise to effectively assist the stakeholders in the Egyptian Theatre Project. In response to the evaluation criteria included in the RFQ issued by the City of Coos Bay, Cascadia Consulting Partnership has:

*1. Demonstrated expertise and success in grant writing in state, federal, public, and private grant arenas:* The team has effectively provided successful grant writing services in Western Oregon for the last fifteen years. Over the last three years alone, this has resulted in raising nearly \$12 million in grant funding from state, federal, and private foundations for our clients.

*2. Provided a summary of grant record for the last three years:* Cascadia Consulting Partnership has provided the grant summary information in the format requested (see Appendix). This data demonstrates a current three-year *hit rate* of 67.6 percent and a minimum ROI of \$25.37 in grant funds for every \$1 invested by our clients.

*3. Provided an estimated timeline and fee structure:* Cascadia Consulting has included an estimated timeline and samples of grant writing fees. As discussed, the timeline for completing this project, as a single phase, may be counter-productive absent a significant anchor donor (\$1 million). Therefore, Cascadia Consulting proposes to fund this project in phases or based on triggers. Utilizing this approach, the duration for any phase of the project should be less than 24 months. This will create a momentum of success and address the funding community's concern for projects that demonstrate *readiness to proceed*.

*4. Demonstrated the ability to build strong, positive working relationships with diverse staff and stakeholders:* Through the references provided in the cover letter and the quotations embedded in this proposal – Cascadia Consulting Partnership has demonstrated a history of building strong working relationships with diverse stakeholders. Additional evidence of this ability can be seen in the enduring working



relationships that Cascadia Consulting Partnership enjoys with our many clients.

"We could not have done this without you! You are helping us make our dreams come true. Thanks for being our guiding star. From all of us here in Astoria -You're the best!" -  
*Judy Niland, Managing Director, Astor Street Opry Company*



*5. Demonstrated project management skills with the ability to establish and meet tight deadlines, and to manage multiple writing projects:* First as PARC and now as Cascadia Consulting Partnership, our systems and procedures have been designed to 1) engage but not overly burden our clients; 2) demonstrate the highest level of market knowledge available within the state; and 3) prepare, package, and submit grant applications, which are complete and on-time. The impact of these procedures is clearly evident through our proven track record amassed over more than fifteen years.

*6. Provided a summary of staff and resources available to this project:* Since the restructuring of our company in 2008, Cascadia Consulting Partnership has taken an approach designed to enhance personalized service. Therefore, only principals of the company and senior associates will be assigned to the grant writing activities associated with this project.

*7. Demonstrated the ability to work independently and with community partners to develop successful applications:* Working from our centrally located office in Independence, Cascadia Consulting Partnership assists clients from Astoria to Bandon and from the Coast to the Cascades. In every project, we view our role as an extension of the organization and community we are working for. This ensures we operate independently, but never in an isolated or unaccountable fashion.

*8. Provided a fee structure based on a realistic and reasonable assessment of the true costs associated with this project:* Cascadia Consulting Partnership utilizes a not-to-exceed or flat rate fee structure focusing on defined deliverables and agreed upon timelines. Ultimately, our performance and fees will be based on the return we provide for the investment our clients make.



# APPENDIX

- "A" Summary Table of Three-Year Grant Success
- "B" Partial Client List
- "C" Resumes for Key Staff
- "D" Company Brochure



# "A" SUMMARY OF GRANT WRITING SUCCESS

## 2009-2011 Grant Writing Record Updated December 2011

Grant Maker	Request	Status
Ann & Bill Swindells Charitable Trust	Construction of a new building for nonprofit organization	\$20,000 Awarded
Autzen Foundation	Support purchase and remodel of building to be used as a theatre	\$5,000 Awarded
Autzen Foundation	Construction of a new Head Start facility	\$7,500 Awarded
Autzen Foundation	Remodel historic building into cultural center	\$5,000 Awarded
Autzen Foundation	Support mentoring program for addicted mothers	\$5,000 Awarded
City of Astoria (TOT Funds)	Support purchase and remodel of building to be used as a theatre	\$25,000 Awarded
Collins Foundation	Remodel historic building into cultural center	\$60,000 Awarded
Collins Foundation	Support remodel of building to serve as community library	\$60,000 Awarded
Collins Foundation	Support purchase and remodel of building to be used as a theatre	\$20,000 Awarded
Collins Foundation	Construction of a new building for nonprofit organization	\$50,000 Awarded
Collins Foundation	Construction of a new Head Start facility	\$20,000 Awarded
Collins Foundation	Remodel of after-school center for at-risk youth	\$20,000 Awarded
Collins Foundation	Funding for healthcare program serving working poor	\$30,000 Awarded
DHS – Assistance to Firefighters Grant	EMT equipment	\$24,329 Awarded
Ford Family Foundation	Remodel historic building into cultural center	\$150,000 Awarded
Health and Human Services ACF	Expand Head Start programs from half day to full day	\$204,520 Awarded
Health and Human Services ANA Language	To develop a language restoration project	\$264,547 Awarded
Health and Human Services ANA SES	Create minority owned start-up company	\$198,526 Awarded
Henry L. Hillman Jr. Foundation	Remodel historic building into cultural center	\$20,000 Awarded
Henry L. Hillman Jr. Foundation	Equipment for cultural center	\$15,000 Awarded
Henry L. Hillman Jr. Foundation	Support purchase and remodel of building to be used as a theatre	\$6,000 Awarded
Henry L. Hillman Jr. Foundation	Capacity building support for healthcare organization	\$20,000 Awarded
Henry L. Hillman Jr. Foundation	Construction of a new building for nonprofit organization	\$20,000 Awarded
Henry L. Hillman Jr. Foundation	Construction of a new Head Start facility	\$20,000 Awarded
Henry L. Hillman Jr. Foundation	Planning for community wide health information exchange	\$20,000 Awarded
Henry L. Hillman Jr. Foundation	Funding for art workshops	\$16,380 Awarded





<b>Grant Maker</b>	<b>Request</b>	<b>Status</b>
Henry L. Hillman Jr. Foundation	Funding for healthcare program serving working poor	\$20,000 Awarded
Juliet Ashby Hillman Foundation	Construction of a new building for nonprofit organization	\$5,000 Awarded
Housing and Urban Development	Construction of new housing	\$1,998,800 Awarded
Housing and Urban Development	Weatherization of tribal housing	\$500,000 Awarded
Housing and Urban Development	Demolition of buildings and installation of infrastructure	\$500,000 Awarded
Housing and Urban Development	Develop revolving loan fund	\$198,800 Awarded
Meyer Memorial Trust	Remodel historic building into cultural center	\$150,000 Awarded
Meyer Memorial Trust	Capacity building support for healthcare organization	\$50,000 Awarded
Meyer Memorial Trust	Construction of a new building for nonprofit organization	\$150,000 Awarded
Meyer Memorial Trust	Support purchase and remodel of building to be used as a theatre	\$150,000 Awarded
Meyer Memorial Trust	Construction of early education center	\$250,000 Awarded
Meyer Memorial Trust	Support mentoring program for addicted mothers	\$75,000 Awarded
Meyer Memorial Trust	Cultural education and full family literacy program	\$25,000 Awarded
Meyer Memorial Trust	Capacity building for regional arts council	\$23,810 Awarded
Meyer Memorial Trust	To support capacity building for local symphony	\$20,270 Awarded
Meyer Memorial Trust	Purchase of a vehicle	\$24,025 Awarded
Meyer Memorial Trust	Funding for healthcare program serving working poor	\$25,000 Awarded
Miller Foundation	Capacity Building grant to add Executive Director	\$65,000 Awarded
MJ Murdock Charitable Trust	Construction of new building for art center	\$175,000 Awarded
MJ Murdock Charitable Trust	Remodel historic building into cultural center	\$150,000 Awarded
National Park Service	Historic preservation of artifacts	\$40,000 Awarded
Oregon Community Foundation	Remodel historic building into cultural center	\$35,000 Awarded
Oregon Community Foundation	Capacity building for regional arts council	\$28,000 Awarded
Oregon Community Foundation	Construction of new building for art center	\$20,000 Awarded
Oregon Community Foundation	Funding for healthcare program serving working poor	\$25,000 Awarded





<b>Grant Maker</b>	<b>Request</b>	<b>Status</b>
Oregon Community Foundation	Funding for healthcare program serving working poor	\$35,000 Awarded
Oregon Cultural Trust	Remodel historic building into cultural center	\$15,000 Awarded
Oregon Cultural Trust	Equipment for cultural center	\$12,000 Awarded
Oregon Emergency Management – Seismic	Upgrade fires station	\$887,725 Awarded
Oregon Parks and Recreation Department	To support construction of an urban trail system	\$220,220 Awarded
Oregon Parks and Recreation Department	Install new playground equipment and soccer field	\$73,000 Awarded
PacificSource Foundation	Support development of youth services program	\$20,000 Awarded
PacificSource Foundation	Funding for healthcare program serving working poor	\$40,000 Awarded
Regence Foundation	Funding for healthcare program serving working poor	\$21,600 Awarded
Robert Woods Johnson Foundation	Planning for community wide health information exchange	\$125,526 Awarded
Spirit Mountain Community Fund	Construction of a new building for nonprofit organization	\$75,000 Awarded
Spirit Mountain Community Fund	Remodel historic building into cultural center	\$50,000 Awarded
Spirit Mountain Community Fund	Remodel of building to serve as a Women’s shelter	\$72,400 Awarded
Spirit Mountain Community Fund	Cultural education and full family literacy program	\$15,000 Awarded
Spirit Mountain Tribal Grant	To fund feasibility study and capital campaign plan	\$42,250 Awarded
Trust Management Services	Acquisition of equipment for healthcare organization	\$8,772 Awarded
Trust Management Services	Support economic development activities of Business Incubator	\$8,922 Awarded
Trust Management Services	Equipment and furnishings for new building	\$10,000 Awarded
Trust Management Services	Remodel of after-school center for at-risk youth	\$10,000 Awarded
Trust Management Services	Equipment for cultural center	\$10,000 Awarded
Trust Management Services	Funding for purchase of a new vehicle	\$10,000 Awarded



Grant Maker	Request	Status
Trust Management Services	Funding for healthcare program serving working poor	\$10,000 Awarded
USDA Rural Business Opportunity Grant	To develop infrastructure development plan	\$58,300 Awarded
USDA Rural Utility Service	Install fiber optic network for local community	\$744,136 Awarded
US Department of Energy	Energy upgrades to existing buildings	\$63,500 Awarded
US Department of Interior	Support for undertaking an IRMP process	\$56,040 Awarded
US Department of Justice CTAS	To fund addition of tribal police equipment	\$183,861 Awarded
US Department of Justice CTAS	To fund additional police officer and equipment	\$408,921 Awarded
US Department of Justice CTAS	To fund additional police officer	\$383,282 Awarded
US Department of Justice CTAS	To fund additional police equipment	\$160,845 Awarded
US Department of Justice CTAS	To fund equipment for SCINT	\$172,168 Awarded
US Department of Justice CTAS	To fund feasibility study and architectural plans for justice center	\$146,113 Awarded
US Department of Justice CTAS	To fund staffing support for Peacegiving Court	\$149,857 Awarded
US Department of Justice CTAS	To fund youth mentoring and after-school program	\$249,855 Awarded
US Department of Justice CTAS	To fund youth mentoring and after-school program	\$499,916 Awarded
US Department of Justice CTAS	To fund culturally oriented youth mentoring program	\$371,124 Awarded
US Department of Justice CJA	To fund anti-abuse investigations and litigation	\$148,353 Awarded
US Department of Justice CJA	Year 2 of anti-abuse investigations and litigation	\$148,865 Awarded
Juan Young Trust	To support capacity building for local symphony	\$10,000 Awarded
Juan Young Trust	Construction of early education center	\$10,000 Awarded
Collins Foundation	Construction of new building for art center	\$60,000 request pending
Collins Foundation	Construction of museum	\$75,000 request pending
Henry L. Hillman Jr. Foundation	To support purchase and rehabilitation of railroad car	\$30,000 request pending
Henry L. Hillman Jr. Foundation	To support conference for respite care workers	\$15,000 request pending
Henry L. Hillman Jr. Foundation	To construct a outdoor meeting area at a retirement village	\$20,000 request pending
Henry L. Hillman Jr. Foundation	Construction of shelter for homeless and at-risk youth	\$20,000 request pending



Grant Maker	Request	Status
Henry L. Hillman Jr. Foundation	Purchase of vehicle	\$20,000 request pending
Henry L. Hillman Jr. Foundation	Funding for healthcare program serving working poor	\$25,000 request pending
Kaiser Permanente Foundation	Support mentoring program for addicted mothers	\$50,000 request pending
PacificSource Foundation	Support mentoring program for addicted mothers	\$46,718 request pending
PacificSource Foundation	Equipment for YMCA	\$31,302 request pending
Plumb Creek Foundation	To purchase equipment for healthcare organization	\$9,559 request pending
Meyer Memorial Trust	Construction of new building for art center	\$175,000 request pending
Meyer Memorial Trust	To construct a outdoor meeting area at a retirement village	\$20,000 request pending
Meyer Memorial Trust	Funding for remodel to residential living facility	\$21,307 request pending
Meyer Memorial Trust	Funding for healthcare program serving working poor	\$25,000 request pending
MJ Murdock Charitable Trust	Construction of museum	\$150,000 request pending
MJ Murdock Charitable Trust	Support mentoring program for addicted mothers	\$100,000 request pending
National Science Foundation	Scholarships for math and science at Community College	\$1,000,000 request pending
Salem Foundation	Funding for healthcare program serving working poor	\$10,000 request pending
Ann and Bill Swindells Charitable Trust	Remodel historic building into cultural center	\$35,000 request declined
Ann and Bill Swindells Charitable Trust	Funding for healthcare program serving working poor	\$25,000 request declined
Bank of America Foundation	Remodel historic building into cultural center	\$20,000 request declined
Collins Foundation	Capacity building support for healthcare organization	\$35,000 request declined
Health and Human Services Eldercare Program	Support respite care for eldercare givers	\$99,793 request declined
Health and Human Services ANA ERE	To fund environmental testing of forest lands	\$803,985 request declined
Health and Human Services ANA SEDS	To fund land evaluation program	\$802,846 request declined
Health and Human Services ANA SEDS	To fund staffing for tribal construction company	\$573,782 request declined
Health and Human Services Beacon Competition	Fund regional community wide health information exchange	\$12,831,418 request declined



Grant Maker	Request	Status
Henry L. Hillman Jr. Foundation	To support capacity building for local symphony	\$20,000 request declined
Kaiser Permanente Foundation	Funding for healthcare program serving working poor	\$55,850 request declined
Kinsman Foundation	Remodel historic building into cultural center	\$9,950 request declined
Kresge Foundation	Construction of early education center	\$600,000 request declined
Meyer Memorial Trust	Remodel of after-school center for at-risk youth	\$20,000 request declined
Meyer Memorial Trust	Funding for art workshops	\$19,566 request declined
Meyer Memorial Trust	Construction of museum	\$150,000 request declined
MJ Murdock Charitable Trust	Planning for community wide health information exchange	\$75,000 request declined
National Endowment for the Humanities	Develop a virtual museum	\$40,000 request declined
Oregon Community Foundation	Capacity building support for healthcare organization	\$35,000 request declined
Oregon Community Foundation	Request for equipment	\$20,000 request declined
Oregon Community Foundation	Construction of a new Head Start facility	\$35,000 request declined
Oregon Community Foundation	Remodel historic building into cultural center	\$35,000 request declined
Oregon Community Foundation	Support "learn not to burn" educational outreach effort	\$20,000 request declined
Oregon Community Foundation	Construction of a new Head Start facility	\$35,000 request declined
Oregon Community Foundation	Purchase of a vehicle	\$34,344 request declined
Oregon Community Foundation	Purchase of a vehicle	\$35,000 request declined
Oregon Cultural Trust	To support capacity building for local symphony	\$15,000 request declined
Oregon Cultural Trust	To support permanent display cases for tribal artifacts	\$26,978 request declined
Oregon Parks and Recreation Department	To support the construction of a new pocket park.	\$600,000 request declined
Oregon Parks and Recreation Department	To support the construction of an urban trail section	\$83,143 request declined
PacificSource Foundation	Funding for healthcare program serving working poor	\$30,000 request declined
Paul G. Allen Foundation	Remodel of after-school center for at-risk youth	\$35,000 request declined





Grant Maker	Request	Status
Paul G. Allen Foundation	Funding for art workshops	\$25,000 request declined
Regence Foundation	Support mentoring program for addicted mothers	\$60,000 request declined
Regence Foundation	Funding for healthcare program serving working poor	\$35,000 request declined
Rose E. Tucker Charitable Trust	Construction of new building for non-profit organization	\$20,000 request declined
Salem Foundation	Funding for healthcare program serving working poor	\$10,000 request declined
Spirit Mountain Community Fund	Construction of a new Head Start facility	\$20,000 request declined
Spirit Mountain Community Fund	Planning for community wide health information exchange	\$25,000 request declined
Spirit Mountain Community Fund	Construction of museum	\$50,000 request declined
US Department of Education	Create new curriculum for Community College	\$573,783 request declined
US Department of Education	Support distance learning project for Community Colleges	\$746,350 request declined
US Department of Education	Environmental Education Program	\$31,240 request declined
US Department of Fish and Wildlife	Fund endangered species tracking systems	\$192,693 request declined
US Department of Justice	Operating funds for transitional housing	\$250,000 request declined
US Department of Justice CTAS	Fund staffing for Peacegiving Court	\$478,932 request declined
US Dept. of Justice Legal Services Grant	To fund attorney expenses for legal assistance	\$180,699 request declined
William Walton Foundation	Funding for healthcare program serving working poor	\$10,000 request declined



# "B" PARTIAL CLIENT LIST

## Nonprofits (Arts and Culture)

- Astor Street Opry Company
- Dance Huitzlin
- Deepwood Estates
- Estacada Public Library Foundation
- Flor y Canto
- Friends of the Jefferson Public Library
- Friends of the St. Paul Community Hall
- Harrisburg Library Guild
- Lincoln City Cultural Center
- Lincoln County Historical Society
- Oregon Coast Council for the Arts
- Oregon Symphony Association in Salem
- Pentacle Theatre
- Santiam Heritage Foundation
- Sitka Center for Art and Ecology
- Tillamook County Pioneer Museum
- Yamhill County Historical Society

## Nonprofits (Social Service and Education)

- A Gift of Time
- Clatsop County Women's Resource Center
- Columbia County Women's Resource Center
- Community Action Resource Enterprises (CARE)
- Dallas Retirement Village
- Head Start of Lane County
- Head Start of Yamhill County
- Helping Hands Resources
- Housing Development Corporation of NW Oregon
- Isaac's Room
- Jackson Street Youth Shelter
- Medical Foundation of Marion and Polk Counties
- Physicians Choice Foundation
- Relief Nursery, Inc.



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Rockwest Training Center  
Ron Wilson Center  
SABLE House  
Tillamook County Women's Resource Center

**Nonprofits (Economic and Community Development)**

Canby Telcom  
Cascade Scenic Railway  
Estacada Community Foundation  
Greater Independence Business Incubator  
Historic Silverton, Inc.  
MINET  
Monmouth Independence Community Foundation  
Salem Leadership Foundation  
Sustainable Development, Inc.

**Native American Tribes and Organizations**

Blue Earth Federal Corporation  
CEDCO  
Confederated Tribes of Coos, Lower Umpqua, and Siuslaw  
Coquille Indian Tribe  
Intertribal GIS Council  
NATIVES Program Parents Committee  
The Peacegiving Court  
Three Rivers Foundation  
Tribal Solid Waste Advisory Network (TSWAN)

**Governments (Cities, Counties, States)**

Canby Urban Renewal Agency  
Clackamas County Children's Commission  
City of Astoria  
City of Cannon Beach  
City of Creswell





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City of Dallas  
City of Dayton  
City of Falls City  
City of Harrisburg  
City of Independence  
City of Monmouth  
City of Rockaway Beach  
City of Sheridan  
City of Tillamook  
City of Winston  
Douglas County Parks and Recreation Department  
Lincoln County Urban Renewal Agency  
North County Recreation District  
Oregon Arts Commission  
Oregon Department of Agriculture  
Oregon Student Assistance Commission

**Government (Education)**

Amity School District  
Central School District  
Chemeketa Community College  
Dallas School District  
Eugene School District  
Forest Grove School District  
Libros y Familias  
Linn-Benton Community College  
Mt. Hood Community College  
Salem-Keizer School District  
Sheridan Japanese School



## "C" RESUMES FOR KEY STAFF

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"C1" Rich Foster

"C2" Cathy Jones-Foster

"C3" Drew Dillon



"C1"

## RICHARD S. FOSTER

### EXPERIENCE:

Managing Partner	Cascadia Consulting Partnership	Independence, Oregon
Owner/CEO	PARC	Independence, Oregon
Vice President of Marketing and Sales	Ashton Photo	Salem, Oregon
General Manager	KYKN Radio	Keizer, Oregon
National Advertising Manager	KSLM Radio	Salem, Oregon
Account Executive	KLOO/KFAT	Corvallis, Oregon
Research Director	Strategic Marketing	Corvallis, Oregon

### SELECTED ACCOMPLISHMENTS:

- Successful senior management of private sector businesses for over 30 years.
- Managed day-to-day operations of highly successful community development consulting firm for 12 years.
- Raised over \$37 million in grant funding for clients over a 8 year period.
- Written grants and supported local fundraising efforts to capitalize construction or remodel of more than 53 facilities in Oregon.
- Completed more than 74 Business Plans and Feasibility Studies for nonprofit and government projects.
- Facilitated and developed organizational development projects, including Strategic Planning, Board Training, and Fundraising Training for more than 47 organizations.
- Raised over \$4 million in grant funding for a single Tribe in one calendar year.
- Created demographic and psychographic profiling of client base resulting in increased client retention.
- Created marketing programs and systems that led to an annual 3 percent average increase in gross margin.
- Increased closing rates and value realized of new clients by over 6 percent.
- Created retail strategies for clients that led to sales averages of over 7.5 percent above national average.
- Created increases in sales and gross margin while reducing marketing budget by over 8 percent.

### STRATEGIES IMPLEMENTED:

- Customer Care Department through integration
- Yield based pricing strategies optimizing gross margin
- Licensed Distributorship and Franchise program
- Promotional program for prospecting
- Strategic Marketing Plan
- Allocation of Resource strategy
- Database Marketing Program
- Computerized Information Systems
- Systematic Training Courses
- Advertising Impact Tracking

### SKILLS & TRAINING:

- Grant Writing
- Capital Campaign Management
- Volunteer Recruitment
- Board Training
- Non Profit Management
- Facilitation
- Feasibility Studies
- Volunteer Training
- Organizational Audits
- Direct Mail Programs
- Strategic Planning
- Financial Modeling
- Tourism Marketing
- Database Marketing
- Grant Administration

### EDUCATION:

1982-83	Post Graduate Work	Oregon State University
1981	Bachelor of Science	Oregon State University

*Member of Pi Sigma Alpha National Honor Society (3.97 Cumulative GPA)*



“C2”

## CATHY JONES-FOSTER

### EXPERIENCE:

CFO/Partner	Cascadia Consulting Partnership	Independence, OR
Continuity Manager	PARC	Independence, OR
Owner-Manager	J-F Financial Accounting Services	Independence, OR
Chairside Dental Assistant	Paul Sieber, DDS	Monmouth, OR
Office Manager	C. Stanley Rondeau, DMD	Corvallis, OR

### SELECTED ACCOMPLISHMENTS:

- Managed full range of business operations for over 24 years.
- Successfully written grants to fund major capital campaign activities and programmatic purposes.
- Provided grant administration and grant reporting on a number of projects.
- Transitioned companies accounting system from paper to computerized application.
- Customized computerized bookkeeping system and financial reporting system for a wide range of diverse organizations.
- Developed financial and tracking reports used to trend organizational activities and track progress based on defined goals.
- Developed company-wide style manual, which defines standards in format, font and layout for all company correspondence.
- Developed accounts receivable process that led to a seven-year average in excess of 98%.
- Developed and implemented customer service training process utilized by a number of companies.
- Developed inventory control and re-order systems.
- After 17 years in the Dental profession, returned to school and completed degree with a 4.0 GPA.

### SKILLS AND TRAINING:

- Grant Writing and Grant Administration.
- Certified in Microsoft Access, Power Point, Word and Excel.
- Mastery in Quick Books Pro
- Database development and design.
- Proofreading and editing.
- Computerized accounting systems.
- Accounting including cost accounting and managerial accounting.
- Design of presentation materials.
- Organizational infrastructure development.
- Web design and editing.

### EDUCATION:

2003: Associates of Applied Science      Business Technology/Accounting  
1982: Certification                              Dental Assisting

Chemeketa C.C.  
Chemeketa C.C.



“C3”

## DREW DILLON

### EXPERIENCE:

Account Executive	Cascadia Consulting Partnership	Independence, Oregon
Downtown Manager	Independence Downtown Association	Independence, Oregon
Hospitality Supervisor	Hickory Grove	Hazleton, Iowa

### SELECTED ACCOMPLISHMENTS:

- Developed, planned, and coordinated community celebration.
- Coordinated fundraisers for downtown beautification.
- Set-up and managed a grant maker tracking system.
- Managed non-profit organization.
- Managed public outreach process including press releases and public service announcements.
- Set-up database tracking system for fund-raising organization.
- Provided proofreading and editing for a number of writers.
- Created composition standards and protocols manual for organization.
- Managed and provided training for office staff.
- Provided support services for a number of successful grant applications.

### SKILLS AND TRAINING:

- Customer Service
- Event Planning and Management
- Organizational Development
- Fundraising Coordination
- Creative Problem Solving
- Systems Management
- Resource Management
- Data Coordination
- Proficiency in Microsoft Office, Word, Excel, and Power Point, Adobe, Publisher
- Knowledge of Northwest Private Foundations
- Have Working Relationships With Many Northwest Private Foundations

### EDUCATION:

2009	Bachelor of Arts in Communications	University of Northern Iowa
2010	Community Development	AmeriCorp/Vista
2011	CDBG Administration Training	Business Oregon



# "D" COMPANY BROCHURE

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## Vision

During this lifetime, we can make a difference! During this lifetime, we can honor those who came before us by understanding their story, preserving the outcomes of their efforts, and passing on the lessons of their wisdom. During this lifetime, we can honor those who share our time and place by nurturing the passion of purpose, fostering the strength of community, and celebrating the dignity of compassion. During this lifetime, we can honor those who have yet been born by being respectful stewards of the resources of the lands, finding solutions instead of passing on problems, and working toward what should be instead of what is easy. During this lifetime, we can make a difference – it is an opportunity we should not waste.



## Mission

The mission of Cascadia Consulting Partnership is to support nonprofits, tribes, and governmental agencies in their efforts to be catalysts of change to the communities, organizations, and people of Western Oregon.



PO Box 249 / 163 "D" Street  
Independence, OR 97351

Phone: 503-838-1767  
Toll Free: 1-877-414-7272  
Fax: 503-838-2004  
[www.cascadiapartnership.com](http://www.cascadiapartnership.com)



## Serving Western Oregon

Community Development



Organizational Development



Grant Writing



Cascadia Consulting Partnership

[www.cascadiapartnership.com](http://www.cascadiapartnership.com)



### Services Offered

- Board Training
- Business Plans
- Capacity Building Plans
- Capital Campaign Feasibility Studies
- Capital Campaign Management
- Case for Support
- Committee Development and Training
- Community Need Assessments
- Financial Feasibility Studies
- Financial Pro Formas
- Fundraising Training
- Grant Administration
- Grant Writing
- Meeting Facilitation
- Organizational Audits
- Organizational Development
- Project Management
- Strategic Plans
- Visioning and Goal Setting
- Volunteer Recruitment and Training

### Oregon Service Territory

- Benton County
- Clackamas County
- Clatsop County
- Columbia County
- Coos County
- Douglas County
- Lane County
- Lincoln County
- Linn County
- Marion County
- Multnomah County
- Polk County
- Tillamook County
- Washington County
- Yamhill County



### A Service Company

Cascadia Consulting Partnership is inspired by the organizations we work with and dazzled by the people who are the heart of these organizations. Each day, we have the pleasure of assisting passionate and dedicated people in their attempt to make their community a little bit better. We work with people who know and demonstrate what "service" means. At Cascadia Consulting Partnership, we make every attempt to live up to their great example.

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Sharon Leighty & Co.  
777 NW Wall Street, # 306, Bend, OR 97701  
541-408-5060 or [sharon@sharonleightyconsulting.com](mailto:sharon@sharonleightyconsulting.com)

December 13, 2011

Rodger Craddock  
City of Coos Bay  
City Manager's Office  
500 Central Avenue  
Coos Bay, OR 97420

Dear Mr. Craddock:

Thank you for the opportunity to submit a proposal for grant writing services for the Egyptian Theatre Restoration Project.

Enclosed are three copies of my response to your request for a qualified professional to provide grant writing services. Please note that the projected budget and scope of work will be modified to align with the available resources, work plan and capacity of the City of Coos Bay and the Egyptian Theatre Preservation Association.

My unique and extensive development background makes me an excellent candidate for this position. With 25 years of diverse fundraising and grant writing experience, I have a proven track record for achieving resource goals. I am an independent self-starter, with an entrepreneurial spirit capable of managing multiple projects with limited resources.

Over the past 12 years, I have built relationships with individuals, community partners, corporations and foundations throughout Oregon. I have also worked with the campaign teams to successfully secure local, state and federal funds for many statewide public/private projects.

Currently I work as an independent fundraising consultant for organizations throughout Oregon. My services include planning and implementing development and capital campaigns, developing major gifts and annual programs, writing public and private sector grants, building development programs, and providing development staff services. I possess excellent communication skills, have a broad understanding of technology and its application to fundraising and donor relations, and have extensive experience developing and implementing project plans and budgets.

My unique skills combined with your staff and community partners will create a successful resource development team for the Egyptian Theatre Restoration Project.

Personally, the Coos Bay community holds a special place in my life. With family living in both Coos Bay and North Bend, I spent 2-3 weeks every summer in your community as a child. Professionally, I have worked with community leaders and volunteers on several projects over the past twelve years.

Sharon Leighty & Co.  
777 NW Wall Street, # 306, Bend, OR 97701  
541-408-5060 or [sharon@sharonleightyconsulting.com](mailto:sharon@sharonleightyconsulting.com)

The contact information for my company is:

Sharon Leighty, President  
Sharon Leighty & Co.  
777 NW Wall Street, #306  
Bend, OR 97701  
541-408-5060 phone  
541-617-0310 fax  
[sharon@sharonleightyconsulting.com](mailto:sharon@sharonleightyconsulting.com)

Attached is a list of references for your review.

I welcome the opportunity to further discuss my knowledge and experiences with you. Please contact me at 541-408-5060 or [sharon@sharonleightyconsulting.com](mailto:sharon@sharonleightyconsulting.com). Thank you.

Sincerely,



Sharon Leighty  
President

# **Egyptian Theatre Restoration Project Proposal for Grant Writing Services**



*A treasure like the Egyptian cannot be lost after providing over 85 years of entertainment to the community!*

**Submitted by Sharon Leighty & Co.  
777 NW Wall Street, # 306, Bend, OR 97701  
541-408-5060 [sharon@sharonleightyconsulting.com](mailto:sharon@sharonleightyconsulting.com)**

# Proposal Submitted to City of Coos Bay Request for Qualifications for Grant Writing Services

*By Sharon Leighty & Co.*

## *Scope of Work*

The City of Coos Bay is seeking a grant writing professional interested in providing services for administration, research and preparation of grant applications for the Egyptian Theatre Restoration project.

## *Qualifications of Sharon Leighty & Co.*

### **Summary**

Sharon Leighty & Co. brings 25 years of fundraising, non-profit management, and community-building experience to organizations seeking to manage their limited resources more effectively and creatively. Sharon's company provides services to small to mid-sized organizations throughout Oregon.

Services include planning and implementing development and capital campaigns, developing major gifts and annual programs, researching, writing and managing grant programs, building development programs, and providing grant writing and management services. Sharon has expertise and extensive experience securing public and private sector funds, including state and federal grants.

She possesses excellent communication skills, has a broad understanding of technology and its application to fundraising, is familiar with all aspects of volunteer management, and has extensive experience developing and implementing project plans and budgets.

Sharon will be teaming with Mary Oberst on this project. While serving as the First Lady of Oregon, Mary became interested in preservation projects throughout Oregon. Her first statewide project was chairing the campaign to restore Kam Wah Chung & Co Museum in John Day.



Mary also served as the volunteer chair for Oregon 150, Oregon's Sesquicentennial celebration. Both of these projects afforded Mary the opportunity to meet with community and foundation leaders, write and present speeches, and prepare fundraising materials, brochures and numerous funding proposals. Mary has 18 years of experience working as a publications attorney for the Oregon State Bar Continuing Legal Education Department.

*Proposal submitted to the City of Coos Bay by Sharon Leighty & Co.  
777 NW Wall Street, #306, Bend, OR 97701  
[www.sharonleightyconsulting.com](http://www.sharonleightyconsulting.com) 541-408-5060*

## ***Fundraising***

Sharon has served as the lead fundraising staff on a variety of capital campaign projects throughout Oregon. Examples include: the restoration of Kam Wah Chung & Co. Museum in John Day, Vista House at Crown Point in the Columbia Gorge, Pete's Round Barn in French Glen, Willamette Mission Ghost Structure by Salem; a preservation fund to restore Oregon's lighthouses; and funds to expand and enhance interpretive programs at Collier State Park and Logging Museum in Chiloquin and Sumpter Valley Dredge. Other capital campaigns include raising funds for Oregon's 150<sup>th</sup> birthday celebration and funds to build new libraries in Lakeview and Canby.



Fundraising experience includes managing all phases of a development program, including capital campaigns, annual programs, endowment and planned giving programs. From developing relationships with present and future stakeholders to forming public/private partnerships, Sharon has worked with local boards to raise funds through grants, major gifts, fundraising events and future gifts.

## ***Fundraising Considerations Impacting the Success of Campaign***

Many ingredients combine to make for a successful fundraising campaign. To help the City of Coos Bay determine whether they are ready to move forward with a capital campaign to restore the Egyptian Theatre, Sharon has developed the following for your consideration:

- Current economic conditions and its impact on fundraising;
- Shift in priorities and giving by foundations and corporations since 2009;
- Capacity of the leadership team to raise funds;
- Administrative tasks associated with managing a campaign and grants, and who is responsible for these tasks;
- Funds available to pay for consultant or plans to raise the funds;
- Clear project scope with cost estimates;
- Realistic and flexible timeline, and plan for raising the funds;
- Potential for leveraging public and private funds;
- Board participation in fundraising;
- Current support for the restoration of the Egyptian Theatre in the local community.

Each of these elements will factor into the time and resources required to raise the \$3.7 million to restore the Egyptian Theatre. This proposal assumes the successful completion of each of these elements.

## **Grant Writing Summary**

Sharon has developed solid relationships with most of the foundations throughout Oregon. She has extensive experience completing prospect research, developing all elements of a proposal, building relationships with foundations, applying for grants and completing the

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grant reporting requirements. Sharon has experience securing both state and federal grants. The ability to secure funding for each project is contingent on the fundraising considerations listed above.

Following is a sampling of Sharon's grant writing history, by project, for the past three years:

### **Sumpter Valley Dredge Restoration & Interpretive Plan**

#### *Funded*

- Kinsman Foundation \$20,000
- Leo Adler Community Fund \$6,000
- Oregon Community Foundation \$5,000
- Trust Management Services \$5,000
- Oregon Heritage Grant \$5,000
- Oregon Cultural Trust \$4,000
- US Bank \$3,500



#### *Not funded*

- Oregon Cultural Trust Year 2 \$5,000

### **City of Sumpter Park Restoration & Improvements**

#### *Funded*

- Oregon State Parks Local Grants \$48,929
- Oregon Community Foundation \$3,250
- Trust Management Services \$7,500

### **New Main Library, Lake County Library District**

#### *Funded*

- National Endowment Fund Humanities Challenge Grant \$300,000
- Ford Family Foundation \$500,000
- Meyer Memorial Trust \$200,000
- M.J. Murdock Charitable Trust \$175,000
- The Collins Foundation \$100,000
- Wichita Community Foundation \$50,000
- Collins McDonald Trust Fund \$50,000
- Oregon Community Foundation \$25,000
- Oregon Cultural Trust \$15,000
- USDA Public Facilities Loan \$1.2 million – withdrawn by client

#### *Not funded*

- Ford Family Foundation Technology Planning \$10,000

### **Public Outreach & Sustainability of Oregon Century Farm & Ranch Program**

#### *Funded*

- Oregon Cultural Trust \$5,000
- State Historic Preservation Office \$3,500

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- Oregon Farm Bureaus \$3,500
- Travel Oregon Information Council \$3,300
- Wilco/Land O Lakes Foundation \$1,000

### **Exhibit & Display on Black History for Oregon Black Northwest Pioneers**

*Funded*

Oregon Heritage Grant \$7,500

Oregon Humanities \$5,000 (invitation to submit full proposal)

### **Other Capital Projects**

Listed below are examples of other fundraising projects in Oregon that involved extensive grant writing services by Sharon Leighty. All these projects were funded through both public and private sector sources. Examples of public sources included Save America's Treasures Grant Program, National Scenic Byways Program, National Trust for Historic Preservation, Institute for Museum and Library Services, and Travel Oregon. The private sector sources included foundations in Oregon and SW Washington, corporations, civic groups and individuals.

- Raised \$4.5 million to restore the Vista House at Crown Point in the Columbia Gorge;
- Planned and implemented \$1.25 million campaign to preserve Kam Wah Chung Museum in John Day;
- Raised \$325,000 to implement a new interpretive plan at Collier Memorial State Park and Logging Museum in Chiloquin;
- Raised preservation funds for Oregon historic properties, including Sumpter Valley Dredge, Pete's Round Barn, Willamette Mission Ghost Structure and Oregon Lighthouses;
- Worked on the statewide initiative to implement the Willamette River Water Trail;
- Provided development services to the Oregon 150 board to raise the resources needed to implement Oregon's 150<sup>th</sup> birthday celebration;
- Helped South Salem High School's Wind Ensemble raise funds to participate in the opening ceremonies of the 2008 Summer Olympics in China;
- Provided interim executive director services to the Education Foundation for the Bend/La Pine Schools;
- Currently providing campaign support to raise \$3.8 million to build a new main library in Lakeview and up to \$10 million for the new library in Canby;
- Provided development services for local Red Cross chapter;
- Currently assisting Salem's Riverfront Carousel expand their organizational capacity;
- Helped the Business Education Compact diversify their revenue portfolio;
- Currently helping the Oregon Century Farm and Ranch Program expand their resources and capacity.



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*"From working with our volunteers on fundraising strategies, to writing proposals, Sharon's knowledge, skills and community connections have helped ensure our campaign's success," said Amy Hutchinson, Director of Lake County Library District.*

## **Community Partnerships**

Building relationships and collaborations between all sectors of the community has been a key element of Sharon's work. While serving as the Executive Director of the Oregon State Parks Trust, Sharon had the privilege of working on numerous fundraising projects in partnership with Oregon State Parks Friends groups throughout Oregon. This successful public/private partnership model helped leverage limited public sector funds to preserve Oregon State Parks.



On Cape Cod, Sharon built and fostered community collaborations to start a Nonprofit Support Program, a Water Quality Monitoring Program collaboration, a Grant Resource Center, and the Barnstable County Economic and Development Council's grant program.

Through her United Way experience, Sharon learned how to move into a new community and quickly learn the centers of influence and community leadership. Combined with her ability to initiate conversations and meetings with residents from all segments of the community, Sharon was able to convene people and help them set and achieve common goals. The overall goal was for the community members to feel personally invested in the project and to feel successful throughout the process.

Throughout her career, Sharon has been involved in establishing, implementing, and evaluating new programs and growth opportunities. She understands how to comprehend a community's economic and political dynamics and how to work with diverse populations.

## **Project Management, Administrative & Ability to Work Independently**

Being a highly motivated, self-starter who enjoys working in a fast paced team environment, Sharon possesses excellent self-management and follow-through skills. Sharon's work has required her to be innovative and visionary while facing the reality of limited resources. She appreciates the projects and administrative responsibilities that challenge her academic and professional skills.

Sharon's administrative duties have included direct responsibility for all facets of the financial management of the organization, including the development of comprehensive operating budgets. The Board of Directors approves these budgets, but it has been Sharon's sole responsibility to ensure that all the revenue and expense benchmarks are met. Participation in an Executive MBA program and ongoing training has afforded Sharon the opportunity to constantly improve her managerial skills.

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Sharon employs her entrepreneurial skills on a daily basis to pursue and initiate opportunities that will enhance the community. Often these opportunities have involved the startup of new programs or community ventures. Sharon has been involved in developing all the governing documents to support these new programs or organizations.

Sharon has developed and managed all aspects of a public relations program. Examples of marketing materials that she has produced include newsletters, case statements and other supporting fundraising materials, annual reports and brochures, promotional videos and websites. Sharon possesses excellent communication skills and is comfortable communicating with groups of all sizes. Coordinated communication among all the stakeholders has been vital to the overall success of any of Sharon's work.

**Estimated Timeline & Fees for Services**

Sharon Leighty & Co. provides consulting services on an hourly rate of \$80 per hour contingent on the scope of work. An agreement is developed between the client and Sharon Leighty. Clients are billed for services after they are provided by Sharon Leighty.

Based on the initial conversation with Joyce Jansen and leaders in the historic preservation field, Sharon estimates that it will take approximately three years to successfully secure the \$3.7 million in estimated costs. The three-year estimate assumes successful completion of the fundraising considerations listed above.

Following is a draft budget for services:

Scope of Work Item	Estimated Hours	Amount
Development of grant funding plan strategy and calendar	40	\$3,200
Initiate conversations with potential funders, schedule meetings with funders to discuss approach, development of the proposal, submittal, and administration of each grant including grant reports and donor engagement	1,080	\$86,400
Maintain relationships with preservation leaders and other outreach	180	\$14,400
Regular reports and meetings with the City of Coos Bay, funders, prospects and campaign team	300	\$24,000
Travel for meetings		\$13,500
<b>Total</b>	<b>1,600</b>	<b>\$141,500</b>

*88/kr.*

Please note that the projected budget and scope of work will be modified to align with the available resources, workplan and organizational capacity of the City of Coos Bay and the Egyptian Theatre Restoration Campaign Team. Travel and office expenses will be billed at actual costs. Thank you for the opportunity to submit this proposal. Please contact Sharon Leighty at 541-408-5060 or [sharon@sharonleightyconsulting.com](mailto:sharon@sharonleightyconsulting.com).

**Sharon Leighty & Co.**  
**777 NW Wall Street, Suite 306**  
**Bend, OR 97702**  
**541-408-5060**  
**[sharon@sharonleightyconsulting.com](mailto:sharon@sharonleightyconsulting.com)**

### **Confidential References for Sharon Leighty**

With more than 25 years of fundraising and non-profit experience, Sharon has assisted multiple non-profit organizations with her services. The following references will be happy to share their experience working with Sharon Leighty:

Amy Hutchinson  
Director  
Lake County Library District  
541-947-6019  
[library@co.lake.or.us](mailto:library@co.lake.or.us)

Current client of Sharon Leighty & Co. Sharon is providing campaign counsel and strategic oversight to the local volunteer leadership to raise \$3.9 million to build a new main library in Lakeview, OR by 2012.

Penny Hummel  
Director  
Canby Public Library  
503-266-4021 Ext 230  
[hummelp@ci.canby.or.us](mailto:hummelp@ci.canby.or.us)

Current client of Sharon Leighty & Co. Sharon is providing fundraising counsel to help raise \$10.5 million to build a new library by 2014. She is also assisting with formation of the Library Foundation and expanding the volunteer resources.

Curtis Smith  
SE District Manager  
Oregon Parks and Recreation Department  
503-932-2863  
[Curtis.smith@state.or.us](mailto:Curtis.smith@state.or.us)

Current client of Sharon Leighty & Co. Sharon is providing fundraising services to the Friends of Sumpter Valley Dredge to restore the Dredge and the implement the interpretive plan. Sharon also worked with Curtis on projects in Central Oregon while serving as the Executive Director of the Oregon State Parks Trust.

Kyle Jansson  
Coordinator  
Oregon Heritage Commission  
503-986-0673  
[Kyle.Jansson@state.or.us](mailto:Kyle.Jansson@state.or.us)

Current client of Sharon Leighty & Co. Sharon serves as the program coordinator for the Oregon Century Farm & Ranch Program. Kyle is the chair of the program committee.

Confidential References for Sharon Leighty & Co.

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**Bend, OR 97702**  
**541-408-5060**  
**[sharon@sharonleightyconsulting.com](mailto:sharon@sharonleightyconsulting.com)**

Marie Bradford  
Executive Director  
Salem's Riverfront Carousel  
503-540-0374  
[marieb@salemcarsouel.com](mailto:marieb@salemcarsouel.com)

Current client of Sharon Leighty & Co. Sharon provides fundraising counsel to the board and executive director on building their development program and expanding their earned revenue.

Ken Wilhelm  
Executive Director  
United Way of Deschutes County  
541-389-6507  
[ken@liveunitedco.org](mailto:ken@liveunitedco.org)

Sharon has provided pro bono and paid services to the United Way over the past ten years for special projects.

Willie Richardson  
Chairperson  
Oregon Northwest Black Pioneers  
503-540-4063  
[blackpioneers@qwestoffice.net](mailto:blackpioneers@qwestoffice.net)

Current client of Sharon Leighty & Co. Sharon is helping with the merger of two organizations, securing project resources and developing a revenue plan to sustain the organization.

Jim Poston  
President  
Sumpter Breakfast Club  
541-894-2341  
[poston44@gmail.com](mailto:poston44@gmail.com)

Sharon is working with this civic group to secure funding to build a new City Park in Sumpter.

Additional references are available upon request

Confidential References for Sharon Leighty & Co.

**Sharon Leighty & Co., LLC**  
**777 NW Wall Street, Suite 306**  
**Bend, OR 97701**  
**541-408-5060**

**sharon@sharonleightyconsulting.com**  
**www.sharonleightyconsulting.com**

## **SUMMARY**

Sharon Leighty & Co. brings 25 years of non-profit management and business experience to small to mid-size organizations seeking to manage their limited resources more effectively and creatively. Sharon's services will help organizations govern themselves effectively, think strategically and expand their resources to support a well run enterprising organization. Emphasis is placed on the following services:

- ↓ Private and Public Sector Grant Writing
- ↓ Development/Campaign Planning and Implementation
- ↓ Planned Giving Program Design and Implementation
- ↓ Foundation Research and Grant Proposal Development
- ↓ Donor Relations and Stewardship
- ↓ Program Development and Management
- ↓ Marketing and Public Relations Programs
- ↓ Special Projects

## **EXPERIENCE & QUALIFICATIONS**

### **ASSET DEVELOPMENT**

- Raised \$1M to \$5M annually
- Built and sustained membership, annual, capital, planned giving and endowment campaigns
- Expanded and cultivated database and solicitation methods for specific markets
- Managed all administrative tasks for development programs including contact reports, development of case statements and collateral materials, events, budgets, correspondence, donor recognition and stewardship
- Familiar with development software, data entry requirements, report generation and using software as a management tool
- Supported leadership staff and community volunteers on donor and prospect meetings, developed all briefings and talking points, and managed all follow-up
- Extensive experience managing and coordinating fundraising and leadership volunteers
- Developed and implemented plans and budgets for development departments
- Engaged prospects and donors in programs, activities and events
- Managed all aspects of prospect research and identification
- Familiar with planned giving programs and targeted activities to develop programs

◆ Fund Raising ◆ Planned Giving ◆ Program Development ◆ Marketing  
[www.sharonleightyconsulting.com](http://www.sharonleightyconsulting.com)

**GRANT WRITING & MANAGEMENT**

- Cultivated, written, secured and administered private and public sector funding
- Developed, implemented and managed all phases of a grant program including strategic cultivation plans
- Fostered relationships with program officers, foundation leaders and trustees
- Proven record of accomplishment in securing grants and major gifts
- Extensive experience developing proposals, reports and supporting materials with limited time and resources
- Developed new program initiatives responsive to the needs of the community and secured funding to support programs
- Built and fostered community collaborations across all sectors of the community
- Reviewed, ranked and evaluated grants to achieve program priorities and goals
- Cultivated close working relationship with the business community, community groups, elected and appointed officials, and the media

**COMMUNITY RELATIONS & MARKETING**

- Prepared all the materials to support fundraising and marketing programs including case statements, presentations, Web sites and social media
- Developed and implemented promotions/marketing plans
- Implemented special events and donor cultivation events
- Prepared press releases, coordinated media coverage and press conferences
- Developed and published newsletters, annual reports, brochures and case statements
- Developed promotional videos, public service announcements and Web sites
- Planned and implemented promotional and education programs, and events
- Excellent writing skills

**FINANCIAL MANAGEMENT & ADMINISTRATION**

- Managed annual agency program budgets, goals and directed daily operations
- Experienced in all aspects of organizational management
- Developed and implemented strategic plans, department goals and work plans
- Responsible for monitoring and reviewing investment policies and investment performance of all assets

**PROFESSIONAL & VOLUNTEER HUMAN RESOURCE MANAGEMENT**

- Employed and supervised professional and administrative staff
- Lead volunteer/staff team responsible for re-engineering the organization
- Responsible for volunteer organizational structure of 1,000 volunteers annually
- Staffed community volunteer fundraising leadership and boards of directors
- Expanded volunteer base to reflect the diversity of the community
- Designed and implemented volunteer training programs

**FOR PROFIT VENTURES FOR NONPROFITS**

- Developed business plans for retail and salvage operations
- Researched and opened resale operations in targeted locations
- Supervised and hired up to 15 store personnel
- Managed charitable gaming programs

### **PROFESSIONAL SKILLS**

- Independent self-starter with entrepreneurial spirit
- Excellent time management and project management skills
- Ability to work under pressure, deadlines and manage multiple projects
- Available to work nontraditional hours and travel
- High degree of personal and professional integrity
- Excellent database management skills, experience with development databases, good general computer skills including basic Office Suite programs, spreadsheets and PowerPoint
- Sincerity and credibility with prospects, donors, volunteers, staff and community
- Team player
- Outstanding communication and networking skills

### **WORK HISTORY**

President - Sharon Leighty & Co., 1999 - 2002, April 2006 - present

Executive Director - Oregon State Parks Trust, 2002 - March 2006

Executive Director - Community Foundation of Cape Cod, 1996 - 1999

Development Director - The Arc of New Mexico, 1994 - 1996

Development Director - United Ways - 1986 - 1994

### **EDUCATION**

Master of Business Administration, 1995, University of New Mexico, Albuquerque, NM

Bachelor of Science, 1981, Oregon State University, Corvallis, OR

### **VOLUNTEER & CENTRAL OREGON AFFILIATIONS**

Member of AFP Oregon

Member of Central Oregon Estate Planning Council

Member of Mt. Bachelor Rotary Club

Member of City Club of Central Oregon

Advisor Deschutes Historic Landmarks Commission

Worked on various campaigns in Central Oregon

Numerous volunteer projects throughout Oregon

MARY OBERST  
503-753-0705 (cell)  
e-mail: mary.oberst@gmail.com

## 2003-2010 First Lady of Oregon

I served as First Lady of Oregon from 2003-2011, and that's when the historic-preservation bug bit me. A First Lady is asked to be involved in all sorts of projects, all of them worthy. Although I am a lawyer by training, I decided to devote my time to some projects that made my heart sing: historic preservation.

- **Chair, Capital Campaign for Kam Wah Chung & Co. Museum**, raising \$1.5 million to restore the museum. With the help of the local "Friends of" group, I was able to interest the Oregon State Parks Trust in the project. Sharon Leighty, who was then director of the Trust, guided my fundraising for the project. We secured grants from the Kinsman Foundation, the National Trust for Historic Preservation, and others. We also secured in-kind contributions from the private sector for our fundraising events. Since no one really knew about the museum, we engaged in a media campaign, securing stories in several newspapers in Oregon and in several national Chinese-American publications. And thanks to the work of our volunteer committee, we were able to secure National Historic Landmark designation. Visitorship at Kam Wah Chung & Co. Museum has increased every year, and the museum and its contents are secure and well-preserved. For more information about the restoration effort, see <http://www.oregonstateparks.org/kwc/kwc-restoration-poster.pdf>
- **President, OR 150 (the Oregon Sesquicentennial)**, raising \$1.5 million to create six signature projects throughout the state to mark a year-long celebration of Oregon's 150 years of statehood. As president of the volunteer board, I was responsible for six signature projects. In addition to the board, working partners included a staff of six employees and partners for each of the six projects (from state agencies to nonprofits to private businesses to Oregon's Indian tribes to the musical group *Pink Martini*). OR 150 was funded by private businesses, foundation grants, and merchandise marketing, and included a coordinated media campaign. We also created Partner Projects—from the pow-wows of both our eastern and western tribes to the Oregon Museums Association—that helped every Oregonian link to the birthday celebration in some way. Again, I initially worked with Ms. Leighty to secure funding for this effort. (Although it was the state's birthday celebration, no general-fund dollars were allocated to OR 150.) Thanks to her strategic funding plan, OR 150 secured grants and in-kind contributions for each project from foundations and businesses throughout the state.

**MARY OBERST**  
**503-753-0705 (cell)**  
**e-mail: mary.oberst@gmail.com**

In both of these efforts, I wrote (and delivered) many speeches and pitch letters, and worked with Ms. Leighty and others to create “one-pagers,” brochures, and funding applications. I created, counseled, and coaxed the volunteer boards associated with each project. And I met hundreds of Oregonians, all of whom are interested in preserving our history.

- Current member of the Oregon State Advisory Committee on Historic Preservation.
- Past Advisor for Oregon to the National Trust for Historic Preservation.
- Current board member of the Oregon Northwest Black Pioneers (Salem).
- Ad hoc advisor to the The Maxville Project (Wallowa County).

### **1985-2003 and 2011 to present**

For 18 years, I was employed as a publications attorney for the Oregon State Bar Continuing Legal Education Department (1985 – 2003). I left that job when I decided to live the “First Lady Adventure,” but I am back to legal editing (part-time) in 2011. The job entails:

- Editing manuscripts (and drafting sections if necessary) to ensure substantive accuracy and readability of practice-oriented handbooks covering 45 fields of law.
- Drafting brochure copy for the books.
- Maintaining records for each publication.
- Working with volunteer editorial boards and authors to ensure content and quality of each publication.

I have also served as a volunteer editor for (among others):

- *Oregon Historical Quarterly*, the journal of record of the Oregon Historical Society
- Oregon Historical Society monograph, *Rose City Justice*
- *Hotwire*, newsletter of the Toaster Museum Foundation

**EDUCATION:** J.D., University of Oregon, Eugene, 1984.  
B.A. (English Literature), Centre College, Danville, KY, 1974.

**REFERENCES:** Available on request